



## THE IMPACT OF STRATEGIC AWARENESS IN RISK REDUCTION IN IRAQI INSURANCE COMPANIES

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<p><b>Received:</b> 20<sup>th</sup> August 2022 <b>Accepted:</b> 20<sup>th</sup> September 2022 <b>Published:</b> 26<sup>th</sup> October 2022</p>	<p>The research aims to determine the impact of strategic awareness of its dimensions of (diagnosis, evaluation, assimilation, response, and human element) in reducing the risks of insurance companies in their dimensions (identifying and analyzing risk, controlling and reviewing risks, facing risks, risks of financial performance) and the research was applied in a company The Iraqi insurance was formulated the research problem through several questions centered on the nature of the influence between the variables of the study and the degree of arrangement of these dimensions according to its importance and priorities.</p> <p>The analysis was done according to the descriptive approach and the analytical approach, and in light of this, the questionnaire was approved as a major tool in collecting data from the research methodology, as the number of members of the sample reached (64) people, who are from the administrative levels (higher, middle and executive) in the Iraqi Insurance Company, and data and reports have also been relied upon Financial for years (2015-2021) in explaining the results as well as conducting oral interviews with its officials. The data was analyzed by relying on the statistical program (SPSS-V26) and the (Excel) program in calculating the computational medium, standard deviation and relative importance.</p> <p>The research was also reached in a group of conclusions, the most important of which was a relationship of moral impact between strategic awareness of its dimensions and the dangers of insurance companies in its dimensions, and this is an indication of the company's management awareness to adopt strategic awareness in reducing the risks of insurance companies)</p>

**Keywords:** strategic awareness, diagnosis, evaluation, understanding, response, human factor, risks of insurance companies, identification and analysis of risks, control and review of risks, facing risks, financial performance risks.

### INTRODUCTION

Many organizations in light of the continuous and increasing economic and technological developments in the business world have turned to look for ways to face challenges, difficulties and risks as well as enable their leaders to reach creative solutions in a spontaneous way, aware that the traditional means of work and planned procedures are no longer enough to achieve the required performance and face risks, so it was necessary to adopt and apply modern practices to face these challenges and contemporary variables tanned and from this point of view the idea of research was born in identifying the impact of awareness Strategic in its dimensions (diagnosis, evaluation, assimilation, response) in reducing the risks of insurance companies

in its dimensions (identification and analysis of risks, control and review of risks, risk confrontation, risks of financial performance) Iraqi Insurance Company (research sample).

The importance of research is shown by the great role played by strategic awareness in reducing these risks and their intellectual concepts in order to achieve its objectives and answer the questions raised in the research problem to show the nature of the impact, and for this reason develop a hypothetical plan for research that explains the main and subsidiary hypotheses and in order to verify their correctness, those hypotheses were subjected to statistical tests using the statistical program in the calculation of the arithmetic mean, standard deviation, relative importance, (Excel) and the



program (spss-v26) and adopted the questionnaire as the main tool for research For the purpose of collecting data from the sample of (64 people) from the administrative levels (senior, middle and executive) in the insurance company.

**FIRST SECTION**

**Scientific Methodology of Research**

The first section represents the approach on which the research is based, it shows the right path or path on which the research is going and through which it directs the research axes and management as follows:

**First: The Search Problem**

Business organizations, especially insurance companies, face many challenges and difficulties raging with their successive overlaps resulting from the rapid developments witnessed by the business environment in all fields, which has become necessary for those organizations to follow a style or behavior that enhances them, and helps their leaders to take decisions to address situations to come in harmony with the requirements of this situation, and the problem of research can be formulated in the following main question:

**Does strategic awareness affect the risk reduction of insurance companies?**

**In which the following questions are answered:**

1) What is the level of response of the sample members and their awareness of the importance of strategic awareness in reducing insurance risks?

2) How effective is strategic awareness in reducing the risk of insurance companies?

**SECOND: THE IMPORTANCE OF RESEARCH**

The importance of the current research is based on:

1) The importance of its researched variables (strategic awareness, risk reduction of insurance companies) Today insurance companies seek to reduce risks.

2) It is a serious attempt to guide officials in insurance companies to introduce them to the importance of strategic awareness in reducing the risks of insurance companies.

3) The possibility of benefiting the officials of the researched company from the results that we will reach to build its strategic plans.

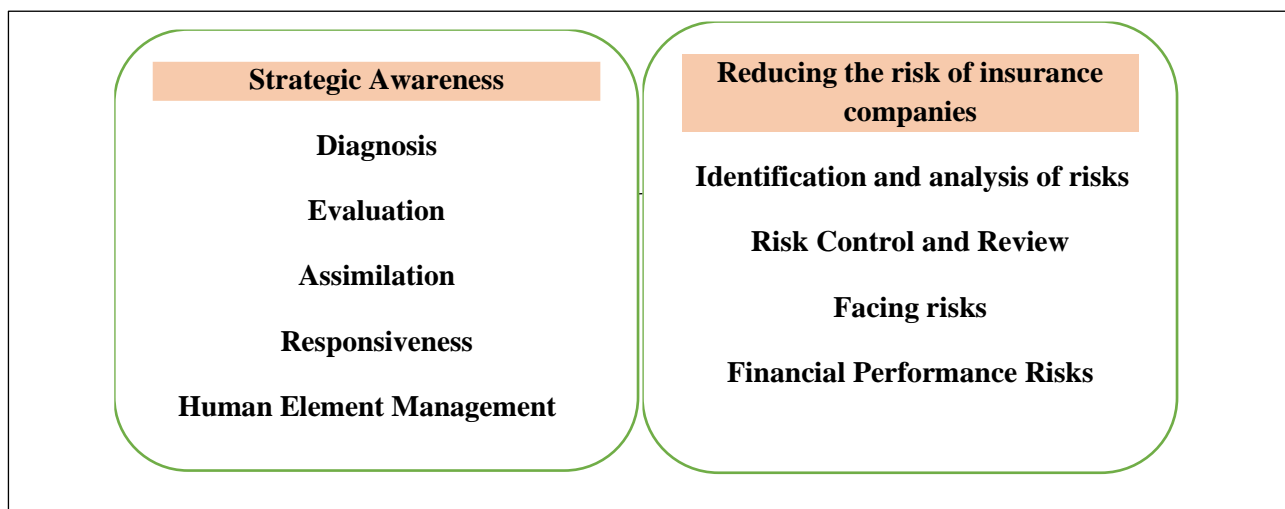
4) The research derives its importance from the importance of the insurance sector, which is a fundamental axis in the development process as a permanent sector and a promoter of the economic development of the country.

**THIRD, THE OBJECTIVES OF THE RESEARCH**

1) Diagnose the level of interest and awareness of the respondents of the research variables (strategic awareness and risk reduction of insurance companies) by revealing their practices in a situational manner.

2) Measure the impact of strategic awareness in reducing risk in the researched company.

**FOURTH: THE HYPOTHETICAL SCHEME OF THE STUDY**



**Figure (1) Hypothetical Scheme of the Study**



## FIFTH: RESEARCH HYPOTHESES

Impact testing and analysis between research )  
(variables

**Test the main hypothesis:** There is a significant impact of strategic awareness to reduce the risks of insurance companies, and the following sub-hypotheses emerge from it:

A. Sub-hypothesis I: There is a significant effect of diagnosis in the dimensions of insurance companies' risks.

B. Second sub-hypothesis: There is a significant effect between the valuation and the dimensions of insurance companies' risks.

c. Third sub-hypothesis: There is a significant effect between the absorption and the dimensions of insurance companies' risks.

D. Fourth sub-hypothesis: There is a significant impact between the response and the exclusion of insurance companies' risks.

E. Sub-hypothesis V: There is a significant impact between the management of the human element and the dimensions of the risks of insurance companies.

## SIXTH: RESEARCH METHODOLOGY

The research relied on the (descriptive and analytical) approach in collecting the necessary data for the requirements of the research through the questionnaire that was distributed to a number of managers (department managers, division officials, unit officials) in the Iraqi Insurance Company to explore their orientations and opinions, and then interpret and analyze the data obtained and draw conclusions from them.

## SEVENTH: COMMUNITY AND SAMPLE OF THE RESEARCH

The research was relied on the individuals working in the Iraqi Insurance Company to conduct the research in Baghdad to apply the practical side of the research, and the research adopted the leaders responsible for making strategic decisions and bear the responsibility for improvising those decisions and at the same time keen to reduce the risks to which insurance companies are exposed, where the research sample consisted of a group of officials at the administrative levels (higher, middle and executive) and after reviewing the organizational structure of the researched company it turned out that the research sample numbered (64) people, namely intentional intentional sample.

## SECOND SECTION: THE THEORETICAL ASPECT

### First: Strategic Awareness

#### 1: The concept of strategic awareness

Writers and researchers have differed in defining strategic consciousness (Bowman, 2016:1) as a combination of strategic thinking and a leader's self-awareness. (Hussein:2019,23) stated that the extent to which the senior management of the organization understands the strategies it follows through which it will be fully aware of the internal and external variables of the organization and thus enable this awareness to achieve the objectives of the organization and improve its competitive effectiveness among the rest of the organizations. In 2021, Zahem (Zahim, 2021:37) stated that strategic awareness is a clear understanding and perception possessed by the decision-maker and depends on the implementation of strategic plans that have been previously assumed. The researcher believes that strategic awareness understands and understands the importance of the organization for changes and events and interprets them to achieve the maximum possible understanding of reality and make the appropriate decision in the development of appropriate strategic plans.

#### 2: Dimensions of Strategic Awareness

There are some of the previous efforts about strategic awareness as confirmed by many research and writings in this area, and it turns out that there is a discrepancy in determining the dimensions of strategic awareness, once researchers agree on some of them and again disagree on others and the researcher sees that strategic awareness consists of five main dimensions (diagnosis, evaluation, assimilation, response, human element) After studying a sample of the company it turns out that these dimensions are more comprehensive and closer to the current study and the following is a detailed presentation of the dimensions of strategic awareness adopted For current research as follows:

##### A. Diagnosis

It is one of the most important stages of environmental analysis for its great role in revealing the environmental changes surrounding the organization by knowing the strengths, weaknesses, opportunities and threats It provides leaders with information that helps in making the right decisions and that the basis of the diagnostic process is awareness of the internal environment and the external environment (Al-Hashimi, 2006:33) where Turkey, 2012:191) defined awareness of the external environment as the ability to see the organization holistically by understanding the characteristics,



patterns and surrounding relationships that shape environmental behaviors.

### **B. Evaluation**

It is the implementation of procedures to analyze organizational performance in accordance with the strategic objectives of the organization to quickly and easily access accurate information to address problems and exploit available opportunities (Esteves et al, 2012:602), the evaluation contributes to the face of environmental challenges as it is the means by which the organization is strategically adapted to any threat that threatens it in the surrounding environment (Minh&Nwachukwe, 2019:44) The strategic evaluation highlights the performance of the organization through the extent to which it responds to challenges and exploits opportunities in order to achieve its goals and strategically adapts to any danger in the surrounding environment. A good strategic assessment provides information about why the organization's goals fail to be achieved, preventing organizations from making the wrong decisions and helping leaders predict risks in both the internal and external environment. (Hieu&Nwachukw,2019:44).

### **C. Assimilation**

It is the senior leadership's understanding of all internal and external environmental changes, i.e. full awareness to exploit opportunities and avoid threats to accommodate both internal and external environments, where leaders use many means to identify and evaluate data relevant to the formulation of strategy to accommodate the environment by defining and analyzing the internal and external environments according to the method of strategic analysis such as analysis (Swat) or analysis (Pastel) (Downey), 2007:3 ).

### **D. Responsiveness**

It is the awareness of all external events and actions that the organization must take to coexist with the surrounding environment to achieve the goals of the organization. (Patricia, 2007:1:2), conscious leaders always ask themselves where we are? And where do we want to go? Francis Bacon says that a wise man creates more opportunities than he finds, by being able to absorb the surrounding environmental opportunities to increase the ability to respond to surrounding environmental variables. (Thompson&Martin,2005:470).

### **H. The role of human resources**

which is the dimension added by the researcher to its great importance in light of modern developments and contemporary technology and is one of the most important roles in insurance companies for its effective

contribution to the success of the company in various sectors, whether the government or private sector.

### **The second section: Risk in insurance companies 1: The concept of risk in insurance companies:**

Many writers and researchers have differed in the definition of risk, and they believe (Al-Nuaimi et al. 135:2008) that risk is the percentage of uncertainty that exists, for example, if the percentage of uncertainty is high, the risk is high, and vice versa, if the percentage of uncertainty is low, the risk is low. Haidar (2017,40) sees risk as an opportunity for unwanted events to occur that lead to a difference in desired outputs. Khomiga:2020,2 defined risk as the degree of fluctuations that occur in the expected return or the probability that the actual return will deviate from the expected.

The researcher sees the risk as "an event in the future that did not happen, if it happens, it can turn into a problem that leads to a loss or a positive opportunity that leads to the achievement of an expected or unexpected profit.

### **2: Risk dimensions in insurance companies**

There are some of the previous efforts on reducing the risks of insurance companies as confirmed by many research and writings that show that there is a discrepancy in the dimensions of insurance companies, once the researchers agree on their status and again disagree on others and the researcher believes that the variable of reducing the risk of insurance companies consists of four main dimensions, namely (identification and analysis of risks, control and review of risks, risk confrontation, risks of financial performance) and that the overall understanding of the organization is necessary for risk reduction, after studying a sample From the company it turns out that these dimensions are the most comprehensive and closest to the current research and below, a detailed presentation of the dimensions of the insurance companies approved in the current research.

#### **A. Identification and analysis of risks**

The identification and analysis of risks depends on the tools and resources that are used in risk management to identify the causes that lead to the occurrence of risks, analyze them, measure unsatisfactory results and indicate the risks to control them by making a set of good management decisions, using scientific methods and finding solutions to face risks, thus increasing the efficiency of the facility (Vencet, 1995:1).

#### **B. Control and review of risks**

- Risk review is one of the basic tasks in managing the risks of the establishment through the



advice and advice it provides to manage the risks to which the establishment is exposed and this is through doing the following:

- Provide services and suggestions to the management of the facility to formulate a comprehensive risk policy.
- Evaluate the efficiency and effectiveness of monitoring systems and identify the risks to which the facility is exposed and work to address them.
- Identify weaknesses and deviations that occur in risk management and evaluate their effectiveness through the preparation of reports related to this matter.

The role of audit is considered the safety valve to avoid financial failures through its ability to follow up the processes of the system and control the efficiency and effectiveness of the performance of risk management and the extent to which officials comply with the controls and laws set and the extent to which they achieve the objectives planned in advance to support the necessary decisions related to the effectiveness of risk management activities. (Abd al-Ghaffar: 16).

### C. Risk Facing

After identifying and analyzing the risks, comes the stage of choosing the appropriate means to face each risk and this stage of decision-making in proportions is the available methods in dealing with each risk and sometimes they may use a prior plan in dealing with various risks and take the necessary measures to reduce these risks. (Hakima and Reza, 2014: 36) The World Organization of the World Organization of the World Organization shows that the methods and procedures carried out by the establishment on a regular basis lead to the making of correct decisions to avoid risks.

### D. Financial Performance Risks

Financial performance represents the efficiency of the company from moral and ethical values and standards and at the level of its activities and activities and the extent to which the objectives are effectively achieved from numbers and material aspects that can be includes a number of ratios, the most important of which are (gross profit margin, operations profit margin, net profit margin). (Hindi, 2003:96).

## Section Three: The Practical Aspect

### First: Descriptive Analysis of Strategic Awareness Variables

The current section refers to the results of the descriptive statistical analysis of the independent variable (strategic awareness) obtained from the data collected from the research sample according to the form (questionnaire) prepared for work.

This variable consists of five dimensions (diagnosis, evaluation, assimilation, response, management of the human element), and the following is a description of the results of the test of these dimensions according to the answers of the sample members:

#### 1. The first dimension: Diagnosis:

accurately measured through several criteria and the following are some of them:

##### • Financial solvency

The solvency of insurance companies is one of the priorities of attention of the organizations supervising the insurance sector of various countries and its importance has increased with the tension of the various financial situations and crises, which means solvency is the ability to meet or pay the obligations of the company without defaulting or bankruptcy. (Kandour, 2015:36) Orcina and Stone, 2008:278) asserted that a company characterized by solvency should exceed the size of its total liabilities and stressed that the main measure of solvency is (additional capital) defined by the International Association of Insurance Supervisors (IAIS) as "surplus assets on liabilities assessed according to public accounting systems" and the solvency index is measured as shown below:

Capital Ratio = Available Capital/Liabilities

##### • Liquidity

Liquidity is defined as the extent to which a company is able to convert its assets into cash quickly and without loss to pay its current obligations (Hijazi, 2014:476) and means that an effective company with liquidity must be able to:

- Provide funds in the appropriate amount when needed to face crises when due.
- The ability to convert assets into cash quickly and without loss.
- Ability to save money in time to take advantage of the available opportunity. (Aqel, 2000: 22-23).

##### • Profitability

Profitability is defined as the financial percentage resulting from the company's business and the efficiency of investment policies and decisions taken by the company's senior management according to specific indicators. (Shabib, 2006:76) It is the ability of the company to use its resources in a way that generates revenues that exceed expenses, and profitability





It is shown from table (2) that the first subdimension of the independent variable (diagnosis) has achieved its arithmetic mean (4.0599), which is greater than the hypothetical arithmetic mean of (3), while the standard deviation of the dispersion of the answers of the sample in total (0.86696), and the results of the research indicate that the interest of the sample in this dimension was (high), i.e. the level of relative importance of the sub-dimension (81.19%)

**Table (2) Descriptive analysis of the diagnostic dimension**

Diagnosis								
Paragraphs	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.	Arithmetic mean	Standard deviation	Relative importance
The management of the insurance company motivates employees to diagnose problems to make it easier to solve them in crises	46.9	32.8	17.2	3.1	0	4.2344	.849690	84.68%
The management of the company adds a new service or benefit from time to time	35.9	43.8	15.6	4.7	0	4.1094	.837930	82.18%
The company's management focuses on research, development and development of ideas to diagnose problems optimally	35.9	39.1	21.9	3.1	0	4.0781	.841480	81.56%
The company's management has the ability to distinguish future strategic directions	39.1	34.4	23.4	3.1	0	4.0938	.867740	81.87%
The company's management can distinguish and interpret potential risks and challenges to avoid risks.	39.1	37.5	18.8	4.7	0	4.1094	.875000	82.18%
The company's management can diagnose environmental complexities to solve ambiguities and confront contradictions in Iraqi society.	21.9	39.1	31.3	6.3	1.6	3.7344	.929960	74.68%
Independent dimension of diagnosis	4.0599		0.86696		%81.19			



**2. The second dimension Evaluation:**

It is shown through table (3) that the second sub-dimension of the independent variable (evaluation) has achieved its arithmetic average (3.9031), which is greater than the imposing arithmetic mean of (3), while the standard deviation of the dispersion of the answers of the sample in total (.916820), and the results of the research indicate that the interest of the sample in this dimension was (somewhat average), i.e. the level of relative importance of the sub-dimension (78.06%)

**Table(3) Descriptive analysis of the evaluation dimension**

Evaluation								
Paragraphs	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree	Arithmetic mean	Standard deviation	Relative importance
The company's management has the ability to evaluate the future alternatives available according to the circumstances resulting from them.	32.8	29.7	34.4	3.1	0	3.9219	.896280	%78.34
The company's management can evaluate the interim and final results.	35.9	39.1	18.8	6.3	0	4.0469	.898490	%80.93
The company's management faces an obstacle in evaluation and regulatory control that affects insurance expansion	21.9	26.6	35.9	9.4	6.3	3.4844	1.12676	%69.68
The company's management evaluates the magnitude of internal and external risks to take appropriate actions	35.9	42.2	18.8	3.1	0	4.1094	.818770	%82.18
The company's management adopts its decisions according to a strategic awareness of crisis management	25.0	53.1	14.1	7.8	0	3.9531	.843830	%79.06
<b>Sub-dimension Evaluation</b>	<b>3.9031</b>		<b>.916820</b>			<b>%78.06</b>		

**3- The third dimension: Assimilation:**

It is shown from table (4) that the third sub-dimension of the independent variable (assimilation) has achieved its arithmetic average (3.8750), which is greater than the imposing arithmetic mean of (3), while the standard

deviation of the dispersion of the answers of the sample in total (.968350), and the results of the research indicate that the interest of the sample in this dimension was (somewhat average), i.e. the level of relative importance of the sub-dimension (77.50%).



**Table (4) Descriptive analysis of the dimension of assimilation**

Assimilation								
Paragraphs	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.	Arithmetic mean	Standard deviation	Relative importance
The management of the company depends on the completion of its work in modern and innovative ways	35.9	28.1	29.7	6.3	0	3.9375	.957430	78.75%
Company management uses diverse and new skills	35.9	26.6	31.3	6.3	0	3.9219	.964520	78.43%
The company's management is working on formulating a strategy using modern technology	28.1	31.3	31.3	9.4	0	3.7813	.967220	75.62%
The company's management achieves profits using the least resources	31.3	37.5	23.4	7.8	0	3.9219	.931030	78.43%
The management of the company works to distribute roles and responsibilities appropriately	31.3	29.7	29.7	7.8	1.6	3.8125	1.02159	76.25%
<b>Independent dimension assimilation</b>						<b>3.8750</b>	<b>.968350</b>	<b>77.50%</b>

**4- THE FOURTH DIMENSION: RESPONSIVENESS**

Table (5) shows that the fourth sub-dimension of the independent variable (response) has achieved its arithmetic mean (3.9093), which is greater than the hypothetical mean of (3), while the standard deviation

of the dispersion of the answers of the sample in total (.935870), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (78.18%).

**Table (5) Descriptive analysis of the response dimension**



Responsiveness								
Paragraphs	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree	Arithmetic mean	Standard deviation	Relative importance
The company's management is interested in applying total quality to reduce costs	32.8	35.9	23.4	7.8	0	3.9375	.940700	%78.75
The company's management works to invest diverse resources correctly	26.6	35.9	31.3	6.3	0	3.8281	.900700	%76.56
The company's management is working on developing and modifying timetables for the implementation of plans to achieve the company's goals	29.7	34.4	26.6	9.4	0	3.8438	.963110	%76.87
The company's management works to increase the customer base by diversifying its services	45.3	35.9	18.8	0	0	4.2656	.761000	%85.31
The company has a studies department that works to achieve strategic awareness	28.1	29.7	26.6	12.5	3.1	3.6719	1.11348	%73.43
<b>Independent dimension response</b>						<b>3.9093</b>	<b>.935870</b>	<b>%78.18</b>

**5. The fifth dimension : Human Element Management:**

It is shown from table (6) that the fifth subdimension of the independent variable (management of the human element) has achieved its arithmetic average (3.9000), which is greater than the imposing arithmetic mean of

(3), while the standard deviation of the dispersion of the answers of the sample in total (1.04075), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (78.00%)

**Table (6) Descriptive analysis of the human element management dimension**

Human Element Management								
Paragraphs	I totally agree	I agree to some extent	I don't agree	I don't completely agree.	Arithmetic mean	Standard deviation	Relative importance	
The management of the company directs human resources correctly	32.8	37.5	17.2	9.4	3.1	3.8750	1.07640	77.50 %
The company's management encourages the implementation of various projects	31.3	40.6	18.8	6.3	3.1	3.9063	1.01916	78.12 %
There is compulsory insurance for individuals working in the company for the safety and protection it achieves	31.3	34.4	10.9	17.2	6.3	3.6719	1.26057	73.43 %
The company's management uses many alternatives to achieve its strategic goals.	26.6	50.0	15.6	4.7	3.1	3.9219	.947920	78.43 %
The company's management sets monitoring and evaluation criteria for achievements to be adopted by the company in reaching the results	39.1	40.6	15.6	3.1	1.6	4.1250	.899740	82.50 %
<b>Independent dimension of human element management</b>						<b>3.9000</b>	<b>1.04075</b>	<b>78.00 %</b>

Source: Outputs of the calculator according to the program (spss)

## Second: Descriptive analysis of the risk variable of insurance companies

### 1. Identification and analysis of risks:

Table (7) indicates the results of the descriptive analysis of the first sub-dimension (identification and analysis of risk) of the dependent variable (insurance company risk) has reached its arithmetic average (3.9156), which is

greater than the imposing arithmetic mean of (3), while the standard deviation of the dispersion of the answers of the sample in total (.900420), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (78.31%).

**Table (7) Descriptive analysis of the dimension of identification and analysis of risks**

Paragraphs	Identification and analysis of risks					Arithmetic mean	Standard deviation	Relative importance
	Scale							
	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.			
The management of the company contributes to the identification and analysis of the problem to find appropriate solutions	32.8	51.6	12.5	3.1	0	4.1406	.753130	82.81 %
The company's management is keen on confidentiality in information and limited in trading, which increases the size of the problem	26.6	37.5	21.9	14.1	0	3.7656	1.00384	75.31 %
The company's management believes that the reports reflect the actual reality 100%, which facilitates the analysis of problems	31.3	35.9	23.4	9.4	0	3.8906	.961430	77.81 %
The company's management documents the data on paper and computer so that it is an adequate reference in crises	31.3	39.1	28.1	1.6	0	4.0000	.816500	80.00 %
The company's management makes use of computational techniques in analyzing risk management strategies	28.1	29.7	35.9	4.7	1.6	3.7813	.967220	75.62 %
<b>Dependent dimension Identification and risk analysis</b>					<b>3.9156</b>	<b>.900420</b>	<b>%78.31</b>	

## 2- Risk Control and Review:

Table (8) indicates the results of the descriptive analysis of the second sub-dimension (control and review of risks) of the approved variable (insurance company's risk) has reached its arithmetic average (3.9906), which is greater than the imposition arithmetic mean of (3),

while the standard deviation of the dispersion of the answers of the sample in total (.865260), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (79.81%).

Paragraphs	Risk Control and Review					Arithmetic mean	Standard deviation	Relative importance
	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.			
The company's management works on developing research and development plans in the company's departments	34.4	42.2	18.8	3.1	1.6	4.0469	.898490	80.93 %
The company's management uses advanced statistical methods to come up with results that help make the right decision	25.0	48.4	18.8	7.8	0	3.9063	.867740	78.12 %
The company's management is committed to implementing the plans accurately to minimize the risks	32.8	42.2	20.3	3.1	1.6	4.0156	.899600	80.31 %
The company's management works to develop periodic and preventive plans to reduce risks	29.7	42.2	23.4	4.7	0	3.9688	.853910	79.37 %
The company's management follows up on the size of the gaps for the purpose of addressing and reducing them to reduce the size of the risks	28.1	50.0	17.2	4.7	0	4.0156	.806560	80.31 %
<b>Subordinate dimension of risk control and review</b>						<b>3.9906</b>	<b>.865260</b>	<b>79.81 %</b>

**Table(8) Descriptive analysis of the risk control and review dimension**

### 3- FACING RISKS:

Table (9) indicates the results of the descriptive analysis of the third sub-dimension (risk taking) of the approved variable (insurance company risk) has reached its arithmetic average (4.0500), which is greater than the imposition arithmetic mean of (3), while the standard

deviation of the dispersion of the answers of the sample in total (.859860), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (81.00%)

**Table (9) Descriptive Analysis of the Dimension of Risk Encounter**



Paragraphs	Facing risks					Risk Control and Review	Arithmetic mean	Standard deviation
	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.			
The management of the company works to invest the allocations placed in the company's own budget	31.3	40.6	26.6	1.6	0	4.0156	.806560	80.31 %
The company's management uses modern equipment and competent people to expand the field of insurance	29.7	40.6	25.0	4.7	0	3.9531	.862440	79.06 %
The management of the company is staffed by local and international experts and consultants specialized in risk management	35.9	37.5	17.2	9.4	0	4.0000	.959500	80.00 %
The management of the company works to train the employees of the company and determine their responsibilities and powers	45.3	39.1	10.9	4.7	0	4.2500	.835710	85.00 %
The company's management is committed to adopting integrated risk management strategies to avoid expected risks.	31.3	45.3	18.8	4.7	0	4.0313	.835120	80.62 %
<b>Dependent dimension of risk management</b>						<b>4.0500</b>	<b>.859860</b>	<b>81.00 %</b>

**4- Financial Performance Risk:**

Table (10) indicates the results of the descriptive analysis of the fourth sub-dimension (financial performance risk) of the approved variable (insurance company risk) has reached its arithmetic average (4.1914), which is greater than the imposition arithmetic mean of (3) while the standard deviation of the dispersion of the answers of the sample in total (.749170), and the results of the research indicate that the interest of the sample in this dimension was (good), i.e. the level of relative importance of the sub-dimension (83.82%).

**Table (10) Descriptive Analysis of the Financial Performance Risk Dimension**





Paragraphs	Scale					Risk Control and Review	Arithmetic mean	Standard deviation
	I totally agree	to agree	I agree to some extent	I don't agree	I don't completely agree.			
<b>Liquidity analysis: The company can meet its short-term obligations</b>	29.7	43.8	21.9	4.7	0	3.9844	.845010	79.68 %
<b>Profitability analysis: the company is able to make profits</b>	40.6	43.8	14.1	1.6	0	4.2344	.750500	84.68 %
<b>Activity Analysis: The management of the company is successful in operating its available resources</b>	46.9	43.8	9.4	0	0	4.3750	.654650	87.50 %



<b>Analysis of the financing structure: the company has a perception of the future return and makes optimal use of its resources</b>	<b>37.5</b>	<b>42.2</b>	<b>20.3</b>	<b>0</b>	<b>0</b>	<b>4.1719</b>	<b>.746520</b>	<b>83.43 %</b>
<b>Dependent dimension Financial Performance Risk</b>						<b>4.1914</b>	<b>.749170</b>	<b>83.82 %</b>

**Third: Impact Relationship Test**  
**Test the effect between the main variables of the study and analyze them statistically.**

The Combined Effect of Strategic Awareness Dimensions on the Combined Risk Dimensions of Insurance Companies in the Company under Research:

To determine this effect, the researcher has prepared Table (20) in which he shows the effect of the dimensions of strategic awareness combined in the dimensions of the risks of insurance companies combined in the company under research.

**Table (11) Dimensions of Strategic Awareness Combined in the Dimensions of Risks of Insurance Companies Combined.**

Independent variable	Dimensions of Strategic Awareness Combined		R <sup>2</sup>	F	
	B0	B1		Calculated	Tabular
Dependent variable			0.724		
<b>Combined risk dimensions of insurance companies</b>	0.120	0.851 (19.444)*		162.609*	3.884

N = 64

\*P ≤ 0.01

D.F (1,62)

Table 11 of the results of the regression analysis shows that there is a significant effect of the dimensions of strategic awareness combined as an independent variable in the dimensions of the risks of insurance companies combined as an approved variable. The calculated value of F \*(162.609) is greater than its tabular value of (3.884) at two degrees of freedom (1.62) and a significant level (0.01). The value of the determination coefficient (R<sup>2</sup>) was (0.724), meaning that (72.4%) of the differences explained in the risk dimensions of insurance companies combined are due to the combined effect of the dimensions of strategic awareness and the rest is due to random variables that cannot be controlled or are not present in the regression model at all. From the follow-up of the value of the B1 coefficient of (0.851) and the T test of it, it was found that the calculated value of (T) amounted to \*(19.444), which is a significant value and greater than its tabular value of (1.651).

This finding suggests that the interest of insurance companies in the dimensions of strategic awareness

combined will contribute to reducing the risks of insurance companies,

**In line with the above, accept the second main hypothesis at the level of the company under consideration.**

A. Sub-hypothesis I: There is a significant effect of diagnosis in the dimensions of insurance companies' risks.

B. Second sub-hypothesis: There is a significant impact between the valuation and the dimensions of the risks of insurance companies.

C. Third sub-hypothesis: There is a significant effect between the absorption and the dimensions of insurance companies' risks.

D. Fourth sub-hypothesis: There is a significant impact between the response and the exclusion of insurance companies' risks.

E. Sub-hypothesis V: There is a significant impact between the management of the human element and the dimensions of the risks of insurance companies.

This impact has been identified at the level of the company under consideration as follows:

**Table (12) The impact of each dimension of strategic awareness on the risk dimensions of insurance companies combined in the company under consideration**





the effectiveness of the risk dimensions of insurance companies explain them after absorption, and the rest are due to random variables that cannot be controlled or are not present in the regression model at all. From the follow-up of (B1) and the test (T) of it, it was found that there is a significant effect of the dimension of absorption in the dimensions of the risks of insurance companies combined, as the value of (B1) calculated (0.778) in the sense that the change by one unit in the dimension of absorption leads to a change in insurance risk by this value, and the value of (T) calculated \* (23.345) is greater than its tabular value of (2.042) at a significant level (0.01).

**4- Effect after response on the dimensions of the risks of insurance companies combined:** It is clear from Table (12) that there is a significant effect of a dimension of a response as an independent (interpretive) variable in the dimensions of the risks of insurance companies combined as an approved variable (respondent). This effect is supported by the calculated F value (\*130.802), which is greater than its tabular value of (3.884) at two degrees of freedom (1 and 62), and within a significant level (0.01). The value of the determination coefficient ( $R^2$ ) was (0.678). This indicates that (67.8%) of the differences explained in the effectiveness of insurance companies' risk dimensions are explained after a response, and the rest are due to random variables that cannot be controlled or are not present in the regression model at all. From the follow-up of (B1) and test (T) of it was found that there is a significant effect of a dimension of a response in the dimensions of the risks of insurance companies combined, as the calculated value of (B1) was (0.824) meaning that the change by one unit in the response dimension leads to a change in insurance risk by this value, and that the value of (T) calculated \* (24.365) is greater than its tabular value of (2.042) at a significant level (0.01).

**5- The effect of the human element management dimension on the dimensions of the risks of insurance companies combined:** It is clear from Table (12) that there is a significant effect of the human element management dimension as an independent (explanatory) variable in the dimensions of the risks of insurance companies combined as an approved variable (respondent). This effect is supported by the calculated F value (\*71.594), which is greater than its tabular value of (3.884) at two degrees of freedom (1, 62), and within a significant level (0.01). The value of the determination coefficient ( $R^2$ ) was (0.536). This indicates that (53.6%) of the differences explained in the effectiveness of the risk dimensions of insurance companies explain them

after the management of the human element, and the rest are due to random variables that cannot be controlled or that do not exist in the regression model at all. From the follow-up of (B1) and the test (T) of it, it was found that there is a significant effect of the dimension of management of the human element in the dimensions of the risks of insurance companies combined, as the value of (B1) calculated (0.732) in the sense that the change by one unit in the dimension of management of the human element leads to the change of insurance risks by this value, and the value of (T) calculated \* (23.837) which is greater than its tabular value of (2.042) at a significant level (0.01).

#### SECTION IV: CONCLUSIONS AND RECOMMENDATIONS

##### First: Conclusions:

One of the most important conclusions reached by the research:

1. The interest in the areas of strategic awareness and awareness of the risk of insurance companies has been fairly average, which leads to a decline in the performance of insurance companies, exposing them to significant losses.
2. A decrease in the financial allocations of the Iraqi Insurance Company.
3. The lack of research and studies dealing with the risks arising from crises and fluctuations of the insurance company, which leads to the lack of an information base on which to base the decision of risk management strategies.
4. The need for the company's support for holders of higher degrees in the disciplines of financial management and insurance management.
5. The need to strengthen departments to use modern technology methods in advertising as well as in the provision of services.
6. The insurance is optional in the Iraqi Insurance Company and the absence of compulsion.
7. Lack of diversification in ideas and cultures that give the company a clear future and vision.
8. Lack of sharing ideas and proposals among individuals working within the company.
9. Despite the interest of the Iraqi Insurance Company in the establishment of seminars and seminars related to insurance awareness, it did not receive the required attention due to the lack of cultures among the individuals working within the company.

##### Second: Recommendations

1. The need to give importance to the subject of strategic awareness as one of the intellectual dialectics



in contemporary life and highlight its role in reducing the risks of insurance companies.

2. Emphasis on enhancing the company's physical, moral, informatics and human capabilities.

3. Developing the abilities, cognitive skills and thinking skills of managers by applying strategic awareness within the organization by introducing them into development and rehabilitation programs, assigning them to conduct research and studies in this subject, and encouraging them to do so by providing incentives to them.

4. Creating opportunities for specialized staff within the scope of insurance companies and encouraging associates to complete their graduate studies in the field of insurance specialization.

5. It requires the company to adopt modern technological methods and methods in order to advertise and advertise its products.

6. The insurance must be compulsory for the employees of the company and the rest of the citizens as in the rest of the world.

7. Encourage the company's management on an ongoing basis to diversify services as well as in terms of diversification ideas and cultures that give the company a future and a comprehensive vision of its competitive position.

8. Adopt the proposals and ideas submitted by employees within the company as well as auditors as the most important sources of innovation for creative ideas.

9. Organizing frequent seminars and seminars inside and outside Iraq for senior and middle departments in which the dimensions and importance of public insurance risks, their disadvantages and effects are clarified.

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